

Section 18 Standard Toolkits

Make it happen...

Performance Management Toolkit

The Section 18 Standard requires every Enforcement Authority (EA) to:

- have in place the performance management systems required to deliver an effective service and to comply with their statutory duties.

Basic requirements

To meet the Standard every EA shall put in place:

- **a system for measuring, evaluating and reporting performance in achieving its planned interventions, policies, targets and outcomes that:**
 - uses a range of plans/indicators/milestones/targets;
 - uses these plans/indicators/milestones/targets to measure and evaluate performance;
 - regularly reports performance to staff, managers and policy/decision makers;
 - compares enforcement activity with other similar EAs, eg number of visits, number of notices, number of informations laid;
 - includes the peer review of enforcement activity;
 - includes the use of self-assessment and peer review to measure, evaluate and report compliance with the S18 Standard;
- **a system for ensuring managers and policy/decision makers review progress and performance against work plans, performance indicators, milestones and targets that:**
 - provides managers and policy/decision makers with sufficient information to judge performance in achieving planned interventions/policies/targets/outcomes, assure compliance with S18 and to take corrective action where appropriate;
- **published standards of service and performance that:**
 - are available to the public, eg standards for responding to complaints, targets;
- **regular reports of performance that:**
 - provide interested groups, eg relevant committees, senior manager groups etc, with sufficient information to report performance in achieving planned interventions/policies/targets/outcomes, compliance with S18 and to take action where appropriate;
- **delivery of an effective service that:**
 - undertakes and monitors individual staff performance, eg employee development and review process/appraisals;
 - monitors staff competence and development needs, eg via Regulator's Development Needs Analysis Tool;
 - ensures that the governance arrangements are adequate;
- **compliance with their statutory duties that:**

- makes adequate arrangements for, and is able to enforce all of the relevant statutory provisions of the Act and regulations for which the EA has powers under the Enforcing Authority Regulations;
- complies with this S18 Standard.

Key points

- Effective performance management is essential to ensure effective development, delivery, monitoring and review of interventions, to deliver an effective health and safety (H&S) service and to contribute to the delivery of the Strategy – Be a Part of the Solution.

Benefits of effective performance management

- Provides a measurement framework for developing, delivering, monitoring and reviewing your planned and unplanned interventions.
- Increased likelihood of delivering agreed objectives, achieving performance indicators and taking successful enforcement action.
- Timely, effective monitoring of performance will identify any slippage and allow the appropriate corrective actions to be taken.
- Effective reporting of performance will give staff, managers and policy/decision makers a better understanding of their role (ie what is required of them, why and within what timeframe).
- Effective reporting of performance to staff, managers and policy/decision makers will raise the profile of H&S regulation.

Further sources of information

Health and Safety Statistics 2007/08

<http://www.hse.gov.uk/statistics/overall/hssh0708.pdf>

HSE Business Plan 2009/10

<http://www.hse.gov.uk/aboutus/strategiesandplans/businessplans/plan0910.pdf>

Health and Safety Executive Annual Report and Accounts 2008/09

<http://www.hse.gov.uk/aboutus/reports/0809/ar0809.pdf>

New Local Performance Framework – LA Briefing for LA Regulatory Services

<http://www.lbro.org.uk/docs/local-performance-framework.pdf>

Improvement and Development Agency Website

www.idea.gov.uk

Outcome of the 2008 Regulatory Decision Making (RDM) Audit

<http://www.hse.gov.uk/aboutus/meetings/hseboard/2009/290409/p-apr-b09-33.pdf>

Self-Assessment and Peer Review

<http://www.hse.gov.uk/section18/toolkits/self-assessment-description.pdf>

Performance Management

Are you compliant with S18's Performance Management requirements?

To answer "yes" you should be able to demonstrate that your EA:

- **has a system for measuring, evaluating and reporting its performance in achieving its planned interventions, policies, targets and outcomes:**
 - Have you measures/indicators to measure your performance?
 - Have you systems that use these measures/indicators to evaluate your performance?
 - Have you systems that report this performance to managers and policy/decision makers?
 - Do you regularly compare your enforcement activity with other similar EAs, eg number of notices, number of informations laid, peer review audits?
 - Do you use self-assessment and peer review to measure, evaluate and report compliance with the S18 Standard?
- **has a system for ensuring managers and policy/decision makers review progress and performance against work plans, performance indicators, milestones and targets:**
 - Do your managers and policy/decision makers regularly review progress and performance against work plans, performance indicators, milestones and targets and compliance with the S18 Standard?
 - Do your managers and policy/decision makers take corrective action where appropriate?
- **publishes standards of service and performance:**
 - Do you have published standards of service and performance?
- **regularly reports performance:**
 - Do you provide relevant committees, senior manager groups etc with sufficient information on performance in achieving planned interventions/policies/targets/outcomes and compliance with S18, and do they take action where appropriate?
- **delivers an effective service:**
 - Do you monitor individual staff performance, eg employee development and review process/appraisals?
 - Do you monitor staff competence and development needs, eg via Regulator's Development Needs Analysis Tool?
 - Do you ensure that your governance arrangements are adequate?
- **complies with their statutory duties:**
 - Do you make adequate arrangements for, and are you able to enforce all of the relevant statutory provisions of the Act and regulations for which your EA has powers under the Enforcing Authority Regulations?
 - Do you comply with this S18 Standard?